

Dear First Selectman Fournier,

In accordance with the requirements of the Town Charter, I am presenting you with this report of annual reviews of supervisors under my direct supervision as the Town Administrator. In this report each department head is listed by position. They are identified as union or non-union employees. Each one is listed with an overall rating and any specific goals or recommendations are provided. This report is for the 25/26 fiscal year ended in June of 2026.

Senior and Social Services Director

Union employee

Overall rating is excellent

The employee in this role is very good at her job. She is an excellent communicator and a team player with a positive attitude. She is well respected by everyone she works with and the public she serves. During our discussion we did not identify any specific goals, but she is always looking for opportunities to improve programming and increase access to existing programs. She always discusses those opportunities with me and seeks approval when necessary.

Town Wide Facilities Director

Union Employee

Overall rating is excellent

The employee in this role is very good at his job. He handles a myriad of simple and complex issues regarding all town buildings and our landscaped environment. These issues change on at moment's notice, and he is flexible and accommodating. He has also proven himself to be an excellent team leader for the staffing he manages. This individual is a true team player. He understands that his retirement will leave a hole in our organization which will not be easy to fill. We identified a couple of goals that he is working on during our discussions that will make future transition a bit easier. Those include working with Superintendent Caruso and I to potentially transition into the new role prior to his departure, so it is established. Another significant goal is to generate a list of contacts that he has developed which will include who we contact, what issues we contact them for and what their contact information is.

Highway Supervisor

Union Employee

Overall rating is needing improvement

The supervisor in this role is still learning the maintenance aspects of his role. Leadership and communication are not strong points and need further development. Work planning and meeting goals are areas that need growth. The Highway Supervisor does have a strong work ethic and project work, especially new construction, is an area of strength. The goals we identified for him during our discussion include him taking a proactive role at being a better communicator, learning the maintenance aspects of his role better, planning and completing assignments in a timely manner.

Librarian

Union employee

Overall rating is excellent

The supervisor in this role has done an excellent job for many years. She is a good communicator and reaches out when appropriate but also works well independently. She works hard to let the public know what programmatic offerings are available and upcoming. She provides good leadership to her staff and works very hard to keep the library relevant with the changing times and innovations of electronic media. While we did not identify any specific goals in our discussion it remained important to both of us to keep adapting to the changes and to continue providing exemplary service to the community. This includes being able to adapt, keeping programming relevant to the target audience and including the library in community events.

Chief Building Official

Union employee

Overall rating is excellent

The Chief Building Official is excellent at his role with a high level of knowledge in code enforcement. During his time in the role, he has trained very good staff but remains challenged by the lack of consistent staff. It should be noted that the lack of consistent staffing is not a reflection on him or his leadership but is due to the lack of trained professionals available to fill the roles. As the Chief Building Official of five towns in a regional department the incumbent in this role has significant responsibility and handles it well. This forms the basis of one of the overarching goals of the department which is adequate staffing and stability. As the department stabilizes with the development and retention of good staff the Chief Building Official should continue to develop his leadership skills and continue training for zoning enforcement.

Shared Assessor

Non-union

Overall rating is satisfactory

The Shared Assessor serves the Towns of Bolton and Willington equally. There were significant issues identified in the previous review but there has been significant effort put into improving. Those included an error with the grand list in Bolton and being present and available during business hours in both communities. The Assessor has instituted a procedure to ensure errors generated by the computer software are captured and corrected. She was hired with flexible work hours in both communities that did not have identified parameters. As such she chose to start her day very late in the mornings and work later after everyone else had left for the day. We worked with Willington and amended her flexible hours to have parameters that made her more available to the staff and public during business hours. She has adapted well to the changes, and it is working well for both communities. Communication skills are satisfactory but could benefit from some improvement and have improved since the review. Overall, the Assessor has shown growth and improvement since the last review. She is more engaged with the staff that report to her and is spending more time teaching them and developing them, which has been an ongoing goal. Improved communications, developing written department policies and procedures and staff development continue to be the goals we identified during this review.

Interim Finance Director

Non-union

Overall rating is excellent

The Interim Finance Director has developed her skills beyond my expectations at this point in her term filling the role. She is very good at planning her work and the work of her department to meet the overarching goals of the Town. She is an excellent communicator and a team player willing to step in and help wherever a need is identified. She has a positive attitude and a strong work ethic. During our discussion we identified that setting clear department policies and procedures was important. We are collaborating to streamline procedures to create more efficient and effective workflows. She has taken point in leading a collaborative effort between the Town, BOE and the auditor to complete the audit in a timelier fashion. She has proven to be a strong asset to our staff and community. I recommend that the Board of Selectmen consider keeping her in this role permanently with some clear identifiable goals.

Recreation Director

Non-union

Overall rating is excellent

While the individual in this role is a relatively new hire he is performing above expectations. The Recreation Director has a strong work ethic and sense of responsibility. His communication skills are excellent. While he is still learning the new aspects of his role, he exercises good judgement and seeks advice when appropriate. He has positive attitude and a team player mentality. He has proven himself to be very adaptable. He is learning his role at a rapid pace and is bringing new ideas to the table for discussion.

Recreation Director continued from above

During our discussion we both recognized that the recreation department has a lot of activities that are based on community needs at certain times of year, which require a full year in the role to fully gain that experience. Our goal is for him to work through the full year and identify areas for positive change in programming that provide a high level of service to the community. These conversations are ongoing. I do expect that based on the current quality and pace of development he will complete his probationary period without any difficulty.

Tax Collector

Non-union

Overall rating excellent

The Tax Collector has been in her role for a very long time. She is an expert at what she does and performs her roles and responsibilities very well. She plans well ahead and has demonstrated a high level of adaptability and flexibility with some recent challenges that occurred with tax collection. She requires minimal supervision but reaches out when she needs assistance or anticipates an issue. While we did discuss occasional tardiness she always makes up for that by staying late whenever it is needed. She is a team player and provides excellent supervision and growth opportunities for the staff person reporting to her.

Town Clerk

Non-Union

Overall rating is excellent

The Town Clerk is very knowledgeable regarding her roles and responsibilities. Others regularly seek advice from her, especially on matters concerning Freedom of Information, elections and minority representation. She is an excellent source of information, and she and her staff are effective and efficient in performing their jobs. The Clerk is an excellent communicator and seeks advice when appropriate. Her attitude is positive and we emphasized the impact this has on others around her when we met. She is a dedicated employee that does a tremendous job. We did identify occasional tardiness as something to improve upon. She does identify opportunities from continuous improvement during the year, and we discuss those and decide how to approach them together at that time, so no other specific goals were identified at this time.

Fire Marshal

Non-Union

Overall rating is excellent

The Fire Marshal is to be commended for bringing Bolton into compliance with the statutory requirements for required inspections. This was identified and started prior to him coming into the role, but he has brought us fully into compliance. He is very good at seeking advice and notifying me of possible issues. He is a good communicator both internally and with the public. He has brought some new things to the role such as the Knox Box program for the elderly and involving the seniors in the poster contest.

Fire Marshal continued

The Fire Marshal identifies opportunities for continuous improvements every year. He works toward refining processes and procedures and has proven to be adaptable. We did identify during our discussion that increased familiarity with other town processes and procedures would benefit him and other staff in their various roles. Overall, the Fire Marshal does an excellent job including his documentation of violation and with fire investigations. Since he is always looking for opportunities to improve how and what he does and it is always in progress we did not identify any other specific goals.

Overall, the Town of Bolton has an extraordinary supervisory staff. While I think this is an excellent tool for the Board of Selectmen to understand how our leadership team is performing, I do think that it is important for them to understand that this is an ongoing process which happens throughout the course of each year. Our highest performing supervisors self-identify opportunities for growth and improvement. They come to me with those ideas and we decide if they can be implemented along with how and when.

Wage increases for union personnel are a negotiated benefit and we cannot make any adjustments based on performance. All other wage increase recommendations for non-union supervisors are reflected in the wage increase document prepared jointly between the Selectman's Office and the Finance Department.

While this report is required by the Town Charter please remember that we are not able to discuss the performance of any individual employee without inviting them to be a part of the discussion.

Respectfully submitted,
James Rupert
Bolton Town Administrator